

COMMONWEALTH OF PENNSYLVANIA
PENNSYLVANIA LABOR RELATIONS BOARD

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In the Matter of Fact-Finding Between

BRISTOL TOWNSHIP SCHOOL DISTRICT

- and -

BRISTOL TOWNSHIP ESPA, PSEA/NEA

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**FACT-FINDING REPORT
AND RECOMMENDATIONS**

Case No. ACT 88-19-17-E

James A. Brown, Fact Finder

Date of Hearing: October 14, 2019

Fact-Finding Report and Recommendations Issued: October 25, 2019

APPEARANCES:

For the Association:

Allison L. Bronson
Uniserv Representative
BTESPA, PSEA/NEA

For the District:

David F. Conn, Esq.
Sweet, Stevens, Katz & Williams, LLP

BACKGROUND

On September 17, 2019, the Pennsylvania Labor Relations Board (“PLRB”) appointed the undersigned to serve as Fact Finder pursuant to Act 88 of 1992 and the Public Employee Relations Act (“PERA”). As the Fact Finder, I have been charged with issuing a Report and Recommendations in this matter that concerns a bargaining unit of Nonprofessional titles employed by the Bristol Township School District (“District”) and represented by the Bristol Township Educational Support Personnel Association, PSEA/NEA (“Association”).

The parties' most recent collective bargaining agreement was a three-year agreement that expired on August 31, 2018. During the current round of bargaining, the parties were assisted by a mediator, but were unable to reach an Agreement. The bargaining unit employees continue to work under the terms of their expired collective bargaining agreement.

The parties ultimately declared an impasse and requested that the PLRB order fact finding. The October 14, 2019 fact finding hearing was held at the Bristol Township Administration Building in Levittown Pennsylvania at which the parties were afforded a full opportunity to present testimony, cross-examine witnesses and introduce documentary evidence in support of their respective positions.

The District is located in Bucks County, Pennsylvania, and provides K-12 education to approximately 6,314 students in its six schools. The bargaining unit consists of approximately 94 nonprofessional employees.

This round of bargaining includes many tentative agreements and only a few disputed issues. Among the unresolved issues are the two highest cost items: wages and employee healthcare contributions. Ever-increasing healthcare costs only intensified the bargaining over employee contributions, and also complicated the parties' negotiations over which healthcare plan(s) to use.

In recognition of higher healthcare costs, the Association made a significant concession by agreeing, in principle, to transition from monthly contributions of \$35.00 to paying a percentage of the healthcare premium charged to the District. The value of the monthly \$35.00 flat rate is evinced by the Association's prior willingness to accept

no negotiated pay raises to preserve, in part, the flat rate during the 2015–2018 contract.

Now, the Association is willing to accept a percentage model which will ensure continued access to quality healthcare for its members who qualify for healthcare coverage. The transition to a percentage model also aligns the District with all of the County’s other school districts, each of which uses the percentage model for employee healthcare contributions.

The vexing issue is how to structure the contract so that the more expensive percentage model does not erode reasonable raises, especially when the evidence shows that the District benefits from the new percentage model. In other words, the aim herein is to structure a reasonable and affordable contract which results in none of the “negative income” that is produced when the District’s wage and healthcare proposals are considered together.

The good news for the bargaining unit is that the District has been on relatively strong economic footing for a few years now. Through prudent fiscal planning, the District has operated in a surplus since the 2013-2014 school year, and the 2014-2015 school year saw spending brought below revenue for the first time since the 2010-2011 school year. This trend of keeping spending below revenue has continued through the 2017-2018 school year. Also, since the 2014-2015 school year, core revenues (local taxes plus recurring state and federal funding) have exceeded core expenditures (compensation, payments for educating students elsewhere, maintenance, transportation, and debt service) by an average of \$0.2 million per year. In the 2017-

2018 school year, core revenue exceeded core expenditures by \$1.5 million. Revenue also spiked in 2018 reflecting a surplus of approximately \$7.5 million.

On the other hand, there is evidence that Bristol Township is the highest taxed school district with the highest millage tax rate in the County. In addition, the District lacks the comparative wealth of its neighboring school districts. Specifically, Bristol Township is ninth from the bottom of the 62 school districts in the Philadelphia area when wealth is measured by a market value/personal income ratio. In terms of comparative wealth, the District ranks 267 out of all 500 Pennsylvania school districts.

The District also highlights costly capital improvements it has recently funded. Noting that much of its schools' infrastructure dates back to when Levittown was built in or around 1955, the District submits that its facilities have been in "desperate need of repair." In order to fund the construction and renovation of its elementary schools, the District recently executed bond purchase agreements for approximately \$120 million in bond issues, resulting in an annual debt service of \$10 million, and also another \$27 million for other capital projects. The District anticipates borrowing an additional \$65 million to renovate and replace its other school buildings as well. Finally, the District submits that its noted 2018 surplus was largely driven by a one-time settlement and thus is not an accurate snapshot of its financial well-being.

To arrive at the following Recommendations, this Fact Finder relied on various factors, including the following:

- The testimony, and other evidence, presented at the Fact-Finding Hearing, together with further clarifications provided in response to the questions of the Fact Finder;
- The parties' prior collective bargaining agreements;

- Comparisons of similar unresolved issues arising within Bucks County, and in other Pennsylvania Counties, while giving due consideration to the factors peculiar to the bargaining unit employees within the Bristol Township School District; and
- The interest and welfare of the taxpayers, and the ability of the District to finance and administer the proposed Recommendations.

ISSUES

The Association and the District identified the following issues that remained in dispute at the time of the fact-finding hearing:

1. Article IV. Wage and Salary Provisions, Appendix A:

Section A (Salary)
Section D (Longevity Payment)
2. Article V. Other Employee Benefits, Appendix B:

Section J (Health Coverage)
Section L (Vision Care)
Section P (Retirement Increment)
Section Q (Severance Payment)
Section W (Association Leave Without Pay)
3. Article VI. Hours of Work and Other Conditions of Employment, Appendix C:

Section B (Hours of Work)
Section I (Discharge and Suspension)
Section M (Paid Holidays)

DISCUSSION AND RECOMMENDATIONS

Article IV. Wage and Salary Provisions, Appendix A: Section A (Salary)

Association's Position:

The Association proposes the following wage and salary increases, without any step movement for the life of the contract: four percent for the 2018-2019 school year; five percent for the 2019-2020 school year; four percent for the 2020-2021 school year and four-and-a-half percent for the 2021-2022 school year.

Association's Rationale:

2018-2019 school year: In support of its request for retroactive payment, the Association notes that there were no significant raises in the 2012-2015 contract and no negotiated increases during the life of the 2015-2018 contract. The Association also submits that the requested wage and salary raises will help its qualified members “financially prepare” for the new, more costly percentage of premium healthcare structure. The Association also seeks credit for its willingness to suspend step movement during the life of the contract to avoid the compounding of raises with any step increases.

2019-2020 school year: The Association justifies its proposed five percent raise by noting that the 2019-2020 school year is when the old \$35.00 flat-rate healthcare contribution would convert to the percentage of premium rate. The Association deems the new percentage contribution, which will “forever” increase as healthcare costs rise, to be a “win” for the District. The Association also rejects comparisons to other school districts in which employees have historically funded healthcare by paying premium

percentages, and submits that the imminent conversion to the percentage structure is a cost for its members.

2020-2021 school year: The Association seeks to remedy the years of minimal to no pay raises with its proposed four percent raise.

2021-2022 school year: In support of its requested four-and-a-half percent raise, the Association emphasizes its membership’s struggle to keep up with the cost of living.

The Association concludes by underscoring that it made a "significant concession" by agreeing to pay a percentage of the healthcare premium rather than a monthly flat rate, and that it also acted responsibly by reducing its proposal for wage increases in the third and fourth years.

District’s Position:

The District proposes the following wage and salary increases, without any step movement:

	<u>TA Instructional Paraprofessionals</u>	<u>Staff Nurses</u>	<u>Inclusion Paraprofessionals</u>	<u>Hall Monitors</u>
2018-2019	0.0%	0.0%	0.0%	0.0%
2019-2020	1.75%	1.75%	1.75%	1.25%
2020-2021	1.62%	1.60%	1.62%	1.25%
2021-2022	1.62%	1.60%	1.62%	1.25%

District’s Rationale:

The District maintains that it is committed to continuing to pay a "fair wage," and notes its survey of surrounding districts, with similar demographic and financial profiles, reveals that it already offers wages to the bargaining unit members "at the high end."

The District adds that its proposed raises are based roughly on one half of the District's 2018-2019 Act Index rate, and that it has allocated the remaining half to payroll expenses, health care benefits and PSERS contributions.

The District also notes that it has never previously offered retroactive pay increases and, given its "perilous financial landscape," is not in a position to add two years of increases to one year's budget.

RECOMMENDATION:

As noted above, the District's finances have improved over the last few years, and the Association's willingness to transition to a percentage model for employee healthcare contributions is an obvious boon for the District. As suggested by the Association, relinquishing the relatively modest \$35.00 monthly contribution in favor of the more costly percentage model is truly a "win" for the District.

Such victories, including the Association's tentative "no step movement" agreement, are rarely achieved in collective bargaining without some concessions. Clearly, one aim is to mitigate the "negative income" generated when the District's salary and healthcare proposals are analyzed together.

It bears noting that mitigating the negative income cannot be achieved by only lowering premium percentages if that means the District's wage proposals remain intact. This is because some bargaining unit members do not qualify for healthcare coverage, and thus will only benefit from increased wages (rather than downward adjustments to premium contribution rates). Ultimately, a balanced approach which increases wages and lowers healthcare contributions is needed.

Needless to say, this calculus also includes the reality that increased healthcare costs also negatively impact the District which is also encumbered by its debt service and genuine need for other capital improvements. In addition, raising additional taxes is not an ideal option for the highest taxed school district in the County.

A part of this Recommendation includes reasonable retroactive wage payments for the 2018-2019 school year during which the parties engaged in good faith bargaining. Given the imminent transition to the percentage model for healthcare coverage, the Fact Finder is mindful of the economic challenges now facing qualified members. Retroactive wages are needed to defray some of the membership's new health costs. Moreover, the economic data reflects that the non-earmarked, unassigned portion of the District's general fund balance was roughly \$8.5 million for 2018, and that reasonable retroactive payments for the 2018-2019 school year are affordable under this new contract.

Accordingly, and for the reasons stated above, I recommend the wage and salary increases set forth in Appendix A.

**Article IV. Wage and Salary Provisions, Appendix A:
Section D (Longevity Payment)**

Association's Position:

The Association seeks to add a \$300.00 longevity payment for 5 - 9 years of service, and to also strike the following language from the current contract: "The longevity payment for part-time Inclusion Paraprofessionals and part-time Hall Monitors shall be pro-rated."

Association's Rationale:

The Association submits that its request addresses the District's difficulty finding and keeping new employees and would also improve morale that has been weakened by increased work without negotiated wage increases. As for the deletion of the "pro-rated" provision, the Association submits that years of service should be credited equally regardless of the number of hours worked during a day.

District's Position:

The District seeks no change to the current provision's language.

District's Rationale:

The District wishes to curb expenses, and also contends that the Association's request constitutes an unwarranted "double dip" for employees who already receive step increases in years 5 through 9.

RECOMMENDATION:

The current provision governing Longevity Payment should remain unchanged in the interest of avoiding additional costs which would negatively impact the funding of wages and healthcare coverage.

**Article V. Other Employee Benefits, Appendix B:
Section J (Health Coverage)**

Association Position:

The Association proposes Health Coverage that entitles all qualifying employees to select any plan or coverage at the premium contribution rate indicated below. The Association also proposes two-tier coverage for: (a) "grandfathered employees" who, at the time of ratification, are full-time employees who remain full time; and (b) "non-

grandfathered employees” who are hired post-ratification or were either part-time or not otherwise eligible at the time of ratification. The Association also seeks a proviso that no full-time employee will be demoted to part-time without just cause.

Grandfathered Employees:

	Employee	Employee/Ch.	Employee/Chn.	Employee/Spouse	Family
2019-2020	5.5%	4.5%	3.25%	3.25%	3.5%
2020-2021	6%	5%	4%	4%	4%
2021-2022	6%	5%	4%	4%	4%

Non-Grandfathered Employees:

	Employee	Employee/Ch.	Employee/Chn.	Employee/Spouse	Family
2019-2020	7.5%	7.5%	7.5%	7.5%	7.5%
2020-2021	8%	8%	8%	8%	8%
2021-2022	8%	8%	8%	8%	8%

Association’s Rationale:

The Association seeks no retroactive healthcare changes because the 2018-2019 plan year has now expired and claims have been paid. The Association also submits that its willingness to make percentage of premium contributions qualifies as a “substantial win” for the District and that the above rates are calculated to “carefully manage the cost impact on raises” that will, in some cases, produce “negative income.”

District’s Position:

The District seeks to have employees enroll in the Plan with the lowest cost as provided in the Trust Fund “or its equivalent.” The District also proposes the following employee contributions:

- 2018-2019: \$35.00 a month.
- 2019-2020: Single 11%; all others 10%
- 2020-2021: Single 12%; all others 11%
- 2021-2022: Single 13%; all others 12%

The District also seeks to have employees pay the difference in cost if other Plans in the Trust Fund are selected, and seeks to modify paragraph 6 by including “lowest cost plan coverage as provided by the Trust Fund or its equivalent.” Finally, the District seeks to increase the waiting period for health coverage from 60 days to 90 days.

District’s Rationale:

The District observes that the parties’ expired contract is the only contract remaining “in the region” which provides for a flat rate contribution (i.e., \$35.00 a month). The District also notes that healthcare costs are the second largest expense item (after salaries) in its annual budget, and constitute 9 percent of the entire 2019-2020 budget. In addition, the healthcare costs in 2018-2019 and 2019-2020 rose 9.6 percent and 8.33 percent, respectively.

The District adds that it cannot continue to ask taxpayers to fund such high-end plans, and that its tax rate has been the highest in the County for “many years.” The District cites its recent history of “truly significant” capital improvements and the fact that

it pursued \$120,000,000 in bond issues to renovate its elementary schools and another \$27,000,000 for other capital projects. The District notes that “significant work” still needs to be done to improve the middle and high schools.

The District also notes that the Open Choice 3 plan, which was added by the Healthcare Consortium including Bucks County, applies higher co-pays and a modest deductible but is “robust and fair... consistent with the surrounding market.” The District also submits that it is ninth from the bottom of sixty-two districts in the Philadelphia area in terms of relative wealth based on market value/personal income ratio. The District adds that all other school districts, with a similar financial profile, have transitioned to a high deductible or the Open Choice 3 plan (except Bristol Borough which requires 8-10% premium contribution).

Finally, the District submits that its proposed modification to Paragraph 6 does not substantively change any existing benefits but simply reflects that the District now operates in the Healthcare Consortium.

RECOMMENDATION:

As noted above, the parties agree that the continued rise in health care costs requires a move from flat rate employee contributions to a percentage of the premium model. The Recommendation is for the percentage model to begin in the 2019-2020 school year with no retroactive contribution for the 2018-2019 school year. A review of the contribution rates within neighboring school districts, involving similar plans, together with consideration of the District’s economic health, suggests that Appendix B, Paragraph J (“Health Coverages”) should now read:

2. For the terms of this Agreement, employees agree to pay as follows, with respect to monthly premiums, depending on the Plan selected by the employee:

Open Choice 1:

	Employee	Employee/Ch.	Employee/Chn.	Employee/Spouse	Family
2019-2020	6%	5%	4%	4%	4%
2020-2021	6%	5.5%	5.5%	5.5%	5.5%
2021-2022	6.5%	6.5%	6.5%	6.5%	6.5%

Open Choice 3:

	Employee	Employee/Ch.	Employee/Chn.	Employee/Spouse	Family
2019-2020	4%	4%	4%	4%	4%
2020-2021	4.5%	4.5%	4.5%	4.5%	4.5%
2021-2022	5%	5%	5%	5%	5%

For the purpose of Open Choice 3 only, the District agrees to fully fund the deductible during the employee’s first year of enrollment, and will guarantee funding for half of the deductible during the employee’s second year of enrollment. The employee will fully pay the deductible in his or her third year of enrollment.

Finally, the current provision providing for a 60-day waiting period should remain unchanged, and the District’s proposal to modify the language of Paragraph 6 to reflect “lowest cost plan coverage as provided by the ‘Trust Fund’ or its equivalent” should be adopted as a no cost item that provides needed clarity for said paragraph

**Article V. Other Employee Benefits, Appendix B:
Section L (Vision Care)**

Association's Position:

The Association seeks to provide full-time employees with the option of family vision care coverage.

Association Rationale:

The Association characterizes its vision care request as reflecting a "common practice" within Bucks County. In support, it notes that nine of the thirteen Bucks County school districts offer vision care to their support staff, and that eight of those districts have dependent care while the other district has a buy-up option.

District's Position:

The District seeks no change to the current provision's language.

District's Association:

The District wishes to curb expenses, and also notes that no bargaining units within the District have family vision care coverage except for those employees who elect the POS health plan. The District submits that no rationale has been advanced for treating this bargaining unit differently.

RECOMMENDATION:

The current provision concerning Vision Care should remain unchanged and thus consistent with the Vision Care benefits extended to the District's professional employees.

**Article V. Other Employee Benefits, Appendix B:
Section P (Retirement Increment)**

Association's Position:

The Association seeks to increase the Retirement Increment to \$100.00 per year of District service and to secure a new maximum benefit of \$3,500.00. The Retirement Increment for part-time employees would increase to \$55.00 per year of District service with a maximum benefit of \$1,375.00.

Association Rationale:

The Association submits that the Retirement Increment, which has been stagnant since the 2008-2011 contract, fails to reflect its members' increased responsibilities and challenges.

District's Position:

The District seeks no change to the current provision's language.

District's Rationale:

The District wishes to curb expenses.

RECOMMENDATION:

The current provision concerning the Retirement Increment should be enhanced in light of the fact that it has not changed since the 2008-2011 contract. I recommend increases, but less than those proposed by the Association. Appendix B, Section P (Retirement Increment) should now read:

Each member of the bargaining unit who is vested in the Pennsylvania Public School Employees Retirement System shall be entitled, upon retirement, to a retirement benefit of eighty-seven dollars and fifty cents (\$87.50) per year of service in the School District of Bristol Township with a maximum of three thousand two hundred and fifty (\$3,250.00). Part-time employees, upon retirement, shall be entitled to a retirement benefit of fifty dollars (\$50.00) per

year of service in the School District of Bristol Township with a maximum of eleven hundred and eighty seven-dollars and fifty cents (\$1,187.50).

**Article V. Other Employee Benefits, Appendix B:
Section Q (Severance Payment)**

Association's Position:

The Association seeks to establish eligibility for the severance benefit at five years of service.

Association's Rationale:

The Association acknowledges that the current ten years of service eligibility for the severance benefit is "average," but submits that the current fifty dollars per unused sick day calculation is below average. The Association adds that decreasing the number of years to access the benefit will attract new employees, increase longevity, and reduce the use of sick leave.

District's Position:

The District seeks to establish severance benefit eligibility at fifteen years of service.

District's Rationale:

The District wishes to curb expenses, and adds that the current ten years of service fails to contribute to any kind of long-term loyalty. The District further contends that the Association's request to reduce eligibility to five years "hardly qualifies as long-term at all."

RECOMMENDATION:

The current provision concerning Severance Payment should remain unchanged in the interest of avoiding additional costs which would negatively impact the funding of wages and healthcare coverage.

**Article V. Other Employee Benefits, Appendix B:
Section W (Association Leave Without Pay)**

Association's Position:

The Association seeks paid leave for its current entitlement of up to six days of leave to perform work for the Association.

Association's Rationale:

The Association's leadership engages in many labor-management responsibilities. As a consequence, training is essential and has the effect of improving collaboration with management which also benefits the District. The Association also deems its members' current use of personal leave to attend union conferences and trainings to be an "undue burden."

District's Position:

The District seeks no change to the current provision's language.

District's Rationale:

The District wishes to curb expenses,

RECOMMENDATION:

The current provision concerning Association Leave without Pay should be changed to paid leave. The advantages of a more highly skilled Association leadership, which is achieved through greater participation in training and attendance at union

conferences, redounds to the benefit of the collective bargaining process. Appendix B: Section W (Association Leave Without Pay) shall be modified as follows

W. Association Leave

The employer agrees to grant, to employees designated by the Association up to a total of six (6) days, per year, paid leave of absence to perform work for the Association. In addition to the usual Association tasks, this will include conventions and conferences. Employees granted such leaves will retain and accumulate seniority during such leave period. Association representatives, when handling and processing grievances during their normal work schedule, shall suffer no loss in their regular compensation.

**Article VI. Hours of Work and Other Conditions of Work, Appendix C:
Section B (Hours of Work)**

Association's Position:

The Association seeks to add a new paragraph that provides: "All part-time positions will have consecutive hour shifts."

Association's Rationale:

The Association submits that many of its part-time District employees require multiple jobs to help support their families. The District's current use of split shifts for some part-time employees presents "significant challenges" when supplemental employment is necessary.

District's Position:

The District objects to this proposed addition.

District's Rationale:

The District submits that it strives to assign its part-time paraprofessionals to consecutive hour shifts, but that it must retain flexibility by occasionally using split shifts.

RECOMMENDATION:

The Association made a compelling argument that balancing part-time inclusion paraprofessional work with other essential employment is hindered by the current split shift schedules. As the District is already sympathetic to the potential hardship, and has affirmed a willingness to avoid using split shifts, I recommend that all part-time positions have consecutive hour shifts. Appendix C, Section B (Hours of Work) shall now include the following new language:

6. All part-time positions will have consecutive hour shifts.

**Article IV. Hours of Work and Other Conditions of Work, Appendix C:
Section I (Discharge and Suspension)**

Association’s Position:

The Association seeks to increase the time frame, from two to ten days, for filing grievances on behalf of “impeded” employees who are suspended or discharged without pay.

Association’s Rationale:

The Association notes its duty of fair representation, and adds that the current two-day provision provides insufficient time to review whether to file a grievance on behalf of its suspended or terminated members. The Association further notes that the current provision is also inconsistent with the contract’s general timeline for filing grievances.

District’s Position:

The District seeks no change to the current provision’s language.

District's Rationale:

The District wishes to curb expenses, and notes that the Association's request potentially creates an additional eight days of back pay. In addition, the District cites the lack of evidence that the current timeline creates any actual hardship.

RECOMMENDATION:

The current provision concerning Discharge and Suspension should be modified to extend the time, from two to ten days, to file a grievance regarding the suspension or discharge of an "impeded" employee. The additional eight days is warranted to assure that the Association has a reasonable amount of time to review the discipline imposed and to decide whether to file a grievance on its member's behalf. Appendix C: Section I (Discharge and Suspension) should now read:

I. Discharge and Suspension

2. Employer may also suspend, without pay, any employee who reports to work in such condition as impedes the effective performance of his/her job. In the event employer suspends or discharges an employee, the Association may by written request within ten (10) working days after discharge or suspension, request compliance with the grievance procedure provided in this contract. *If it is determined* as a result of said grievance procedure that suspension or discharge should not have been invoked, the employee so discharged or suspended shall be returned to his/her position with full pay for any time he/she may have lost as a result of said suspension or discharge.

**Article IV. Hours of Work and Other Conditions of Work, Appendix C:
Section M (Paid Holidays)**

Association's Position:

The Association seeks to add the following paid holiday: "The Friday or Monday of Spring Break."

Association's Rationale:

The Association contends that bargaining unit members are “greatly impacted” by unpaid holidays, especially when more than one unpaid holiday falls in the same pay period, and submits that using one of the Spring Break days as a paid holiday would minimize the financial setback caused by unpaid holidays.

District's Position:

The District seeks no change to the current provision's language.

District's Rationale:

The District wishes to curb expenses, and submits that the cost of this request equates to roughly a half percentage increase in salary in addition to the pay raises sought by the Association.

RECOMMENDATION:

The current provision concerning Paid Holidays should remain unchanged in the interest of avoiding additional costs which would negatively impact the funding of wages and healthcare coverage.

The Wage Chart below (Appendix A) addresses the school years 2018-2019 through 2021-2022 and reflects a retroactive increase. The chart's retroactive effect applies only to bargaining unit employees who are employed by the District when the new collective bargaining agreement is ratified.

In addition, any and all tentative agreements reached prior to the date of this Report that are not specifically addressed herein are recommended to be incorporated in the parties' new Agreement.

Finally, the parties are reminded that they have ten days after this Report is issued to notify the Board, and each other, of their decision to accept or reject these Recommendations.

Dated this 25th day of October, 2019.

James A. Brown

APPENDIX A

Wage Chart

Staff Nurses (Full-time)				
Steps	18-19	19-20	20-21	21-22
1	\$21.22	\$21.92	\$22.58	\$23.26
2	\$21.91	\$22.63	\$23.31	\$24.01
3	\$22.61	\$23.36	\$24.06	\$24.78
4	\$23.34	\$24.11	\$24.83	\$25.57
5	\$24.09	\$5.15	\$5.30	\$5.46
6	\$24.86	\$25.68	\$26.45	\$27.24
7	\$25.66	\$26.51	\$27.30	\$28.12
8	\$26.48	\$27.36	\$28.18	\$29.02
9	\$27.33	\$28.24	\$29.08	\$29.96
10	\$28.21	\$29.14	\$30.02	\$30.92
	102.90%	103.30%	103.00%	103.00%

Teaching Assistant (Full-time)				
Steps	18-19	19-20	20-21	21-22
1	\$14.89	\$15.38	\$15.85	\$16.32
2	\$15.39	\$15.89	\$16.37	\$16.86
3	\$15.89	\$16.42	\$16.91	\$17.42
4	\$16.42	\$16.96	\$17.47	\$17.99
5	\$16.96	\$17.52	\$18.05	\$18.59
6	\$17.52	\$18.10	\$18.64	\$19.20
7	\$18.10	\$18.69	\$19.26	\$19.83
8	\$18.70	\$19.31	\$19.89	\$20.49
9	\$19.31	\$19.95	\$20.55	\$21.17
10	\$19.95	\$20.61	\$21.23	\$21.86
	102.90%	103.30%	103.00%	103.00%

APPENDIX A (Continued)

Instructional Paraprofessionals - (Part-time)				
Steps	18-19	19-20	20-21	21-22
1	\$14.87	\$15.36	\$15.82	\$16.30
2	\$15.38	\$15.89	\$16.37	\$16.86
3	\$15.89	\$16.41	\$16.90	\$17.41
4	\$16.42	\$16.96	\$17.47	\$18.00
5	\$16.97	\$17.53	\$18.05	\$18.60
6	\$17.51	\$18.09	\$18.63	\$19.19
7	\$18.11	\$18.71	\$19.27	\$19.85
8	\$18.70	\$19.31	\$19.89	\$20.49
9	\$19.32	\$19.96	\$20.56	\$21.18
10	\$19.95	\$20.61	\$21.23	\$21.87
	102.90%	103.30%	103.00%	103.00%

Hall Monitors - (Part-time)				
Steps	18-19	19-20	20-21	21-22
1	\$11.43	\$11.81	\$12.16	\$12.53
2	\$11.72	\$12.11	\$12.47	\$12.84
3	\$12.01	\$12.40	\$12.78	\$13.16
4	\$12.31	\$12.71	\$13.09	\$13.49
5	\$12.62	\$13.03	\$13.42	\$13.83
6	\$12.93	\$13.36	\$13.76	\$14.18
7	\$13.25	\$13.69	\$14.10	\$14.52
8	\$13.59	\$14.04	\$14.46	\$14.90
9	\$13.92	\$14.38	\$14.81	\$15.26
10	\$14.27	\$14.74	\$15.19	\$15.64
	102.90%	103.30%	103.00%	103.00%